

7 November 1949

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MEMORANDUM FOR: THE DIRECTOR

SUBJECT: Operational Security of CIA

1. Considerable concern has been expressed about the inadequacy of close working relationship between the overt and covert segments of the Central Intelligence Agency.
2. Further cause for apprehension is generated by the lack of adequate coordination within the covert field itself in which the over-insulation of certain functions brings about weaknesses in operational security.
3. These operational deficiencies are attributable in large measure to the fact that no strong Staff agency has existed to assist the Director in exercising central control to do the constant planning and prepare the staff recommendations for decision by the Director to achieve the necessary results, and at the same time provide proper operational security.
4. On 5 October 1949 the Director of Central Intelligence issued General Order No. establishing, among other items, the responsibilities of the Coordination, Operations and Policy Staff. Included in the responsibilities of COAPS is the following:

"Continuously evaluates and makes recommendations for the effectiveness and improvement of the substantive operational performance of CIA activities."
5. The task set forth for COAPS is agency-wide in scope and hence embraces the responsibility for top-level coordination required to improve the standard of operational security for all the CIA.
6. To insure that clandestine operations of all types are constantly kept at a high degree of security and efficiency, it is accordingly recommended that there be established, at least on a pro-tem basis, in COAPS, an Operations Unit which will exercise broad authority:

a) to coordinate the working relationships within CIA between the collectors of clandestine information and the producers of finished intelligence (ORE) *(OSI)*

b) to coordinate the planning for initiation and implementation between clandestine intelligence projects (OSO) and clandestine operational projects (OPC).

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c) to coordinate multiple dealings by OSO, OPC, and OO/C with intelligence sources of all types.

d) to coordinate the policies essential for the establishment of adequate and continuous cover during the training and field phases of these operations.

e) to coordinate the CE responsibility throughout the interested offices of CIA.

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7. The Operations Unit should be manned by persons familiar with clandestine operations, and who possess an appreciation of the need in CIA for such strengthening measures in the field of operational security.

8. The following personnel has been suggested for the Operations Unit in COAPS:-

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OSO -
OPC -
ORE -
OSI -



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PRESCOTT CHILDS, Chief
Coordination, Operations and
Policy Staff

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